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**Information Management**

**MANAGING INFORMATION TO SUPPORT  
THE AIR FORCE MISSION**

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This manual implements DoDD 8000.1, Air Force Sup 1, Defense Information Management and AFPD 37-1, Air Force Information Management. The purpose is to explain the broad responsibilities of the Air Force Information Management Program, to describe how it supports the DoD Defense Information Management Program, and to articulate the role of Air Force IM personnel at all levels of command.

This manual also provides background, rationale, and guidance for military and civilian information management specialists in Air Force Specialty Code (AFSC) 37AX and 3A0X1, with a primary focus on installation and unit level. This instruction also addresses related functional specialties for printing management (AFSC 3R0X1) and postal (Special Duty Identifier (SDI) 8M000).

This manual will assist information managers with effective and efficient management of the information resource throughout its life cycle, regardless of the media. The goal is to have information available to decision makers and all users, whenever and wherever needed. The focus on managing information is for effective and efficient internal access by DoD and responsiveness to external access by the American public. Information managers must develop sound policy, procedures and services for information, throughout its life cycle. An interdisciplinary approach that focuses on integrating the life cycle of information (in records) with the life cycle of automated information systems is critical.

Air Force information managers are responsible for developing policy/procedures for information architectures that capture customer's information needs/requirements and information flow. This information architecture must be coupled with both data and technical architectures prepared by the Command, Control, Communications & Computers (AF/SC) community to respond to customers' increasing need for accurate information, as near to real-time as possible to meet mission demands. Information managers also provide a variety of information services (publishing, printing, official mail distribution) in a variety of media to enable commanders to accomplish their missions.

Information Managers and personnel in every functional area within the Air Force must learn to manage information as a strategic DoD and AF resource. This instruction outlines the responsibilities of both functional Information Management (IM) and staff support information managers working at all levels of command.

## ***SUMMARY OF REVISIONS***

This revision includes guidance from the revised OMB Circular A-130, the Government Performance and Results Act of 1993, the Government Accounting Office (GAO) Executive Guide "Improving Mission Performance Through Strategic Information Management and Technology," the General Services Administration (GSA) guidance "A Model IRM Program for the 21st Century" and GSA "Records Management and the Development of Automated Information Systems." It also reflects AF guidance from the FOR-SIZE 1994 and the AF War Mobilization Plan, as well as Joint Staff and OSD guidance. It updates terminology and provides additional background on principles of information management.

The Air Force Information Management Program is based upon the DoD Defense Information Management Program which consists of three essential elements: business process reengineering (BPR), Information Resources Management (IRM) and information technology and services. The program is focused on providing information to support the Air Force mission, particularly the warfighter. The Secretary of the Air Force has delegated responsibility for the IM and IRM program to SAF/AQ with specific duties assigned to SAF/AA and AF/SC (reference SAF Order 560.1, July 1994). For day-to-day Information Management and Information Resources Management policy, planning, procedures, and operational issues, SAF/AQK is the senior Air Force IM/IRM manager. SAF/AQK ensures that all IM/IRM policy, plans and procedures are integrated between SAF/AQK, AF/SC and SAF/AA to provide an integrated approach to Air Force IM and IRM. The SAF/AA portion of IM and IRM involves developing the policy and procedures for both the life cycle of information and information architectures which enhance the data and technical architectures produced by HQ USAF/SC. It also includes providing information services in all media, to commanders and their staffs.

**1. Introduction.** Information managers support a wide variety of missions, working in almost every Air Force organization as well as in many Department of Defense (DoD) and joint activities. Information managers from wing staff agencies, groups, and squadrons, as well as IM flights, deploy for war, contingency, and humanitarian missions with their assigned organizations or as augmentees to support deployed organizations. Postal personnel (SDI 8M000) and trained augmentees deploy in support of worldwide postal requirements.

1.1. Military and civilian information management specialists are responsible for the efficient and effective management of information, in all media, within their respective organizations. Only a small percentage of information managers are actually assigned to functional IM activities; the vast majority are dispersed throughout the Air Force serving in staff support and executive support positions at every level of command. This manual clarifies what information managers (AFSCs 37AX, 3A0X1, and 3R0X1) do, why their jobs are important, and how they can do those jobs better to support the Air Force mission.

1.2. In wartime or contingency operations, information becomes an increasingly critical resource. The Air Force plans to use the same technology in both peacetime and wartime to maximize the capability of the downsized force--focusing on exploiting new technologies as they are proven useful and appropriate.

**2. What is Information?** "Information" includes any statement or reception of knowledge such as facts, data, or opinions, including numerical, graphic, or narrative forms, whether oral or maintained in any

medium, including computerized data bases, paper, microform, or magnetic tape (Office of Management and Budget (OMB) Circular A-130, *Management of Federal Information Resources*). The information resource has a life cycle. Information is created or collected to meet a need; it is used for a purpose (processed, analyzed, reproduced, and disseminated); it is stored for future reference and use; and, finally, it is disposed of in accordance with established disposition standards. Timely and accurate information, whether administrative or operational, is essential to carrying out the mission of the Air Force.

**3. Information's Purpose and Value.** Information is a national and a corporate Department of Defense and Air Force resource; it has real, measurable value. In simple terms, the purpose of information is to aid decision making. People use information to communicate status and knowledge, to analyze, to direct and control. Accurate, timely information is critical to making the right decision, whether that decision affects operational command and control or more efficient use of other available resources in a "business" sense. Information is no less a resource than people, money, materiel, and time. We must develop policies so that all Air Force members can manage, maintain, and use Air Force information as a valuable resource. We must also develop and implement procedures so that all Air Force members can make efficient and effective use of this sharable resource. Although technology can provide opportunities for managing the information resource more effectively, emerging technologies challenge us to manage information in different ways than past "paper-oriented" procedures. These emerging technologies are pushing us to near "real-time" information whether on the battlefield, in the class room, or in our offices.

**4. Management of Information Resources.** The primary purpose of managing Air Force information effectively and efficiently is to enhance the Air Force mission "to defend the United States through control and exploitation of air and space." In addition, the Paperwork Reduction Act, authorized in 1980 and re-authorized in 1986, directs all federal agencies to manage information and information technology, including its acquisition, and refers to such management of these essential components as Information Resources Management (IRM). Air Force information, at all levels of command, become Federal records. By law these records must be preserved to adequately and properly document "the organization, functions, policies, decisions, procedures, and essential transactions of the agency" (44 United States Code [U.S.C.] 3101). Air Force personnel must manage information to ensure the Air Force can achieve its mission while preserving information (records) which provides citizens with access to decision making, thereby protecting the legal and financial rights of people directly affected by agency activities. Complete and accurate information is essential to our democratic form of government.

**4.1. Security.** Information in Federal records is critical for decision making affecting the common defense and public safety. Information security means ensuring that information is available only to properly cleared individuals with a "need to know" and that its integrity is fully assured.

**4.2. Privacy.** Our nation strongly upholds the principle of individual privacy. While the Federal government maintains hundreds of millions of records about its citizens, we must ensure that these records are properly and legally used and maintained. We are also required by Federal statute, specifically, the Privacy Act of 1974, to inform the public whenever new record systems are created which will use and maintain "privacy" information.

**4.3. Freedom of Information.** Our government conducts business openly. That means that the public is entitled to know about government decisions and how they were reached. Openness is essential to accountability. Federal statutes, such as the Freedom of Information Act of 1966, ensure that virtually all government information must be made available to the public upon request, unless release will cause an identifiable harm and it is exempt from disclosure.

**4.4. Paperwork Reduction.** Our nation is also concerned about the volume of information the federal government generates and the burden it places on the public for providing and maintaining information. All government agencies must closely monitor their reporting requirements and the workload burden associated with them. Although the DoD imposes minimum burden on the public, Air Force personnel must also prudently monitor Air Force internal, public, and interagency requirements that generate information collections and reports, ensuring efforts are not duplicated.

**4.5. Records Preservation.** In addition to the need to maintain records and information to achieve the Air Force mission, records also support Air Force legal and business purposes. All Air Force personnel are responsible for ensuring that actions of the Federal government are a part of the nation's history. Records are also preserved for future generations so that they might fully understand the basis for decisions that were made which have long term impact.

**5. Strategic Management.** Strategic management is the process by which an organization articulates its mission and vision, develops goals and objectives to reach the vision, and develops operational plans to achieve those goals and objectives. The operational plans consist of actions with milestones and include various change strategies such as process reengineering efforts. Strategic management also has a review and control process to ensure alignment of goals and objectives and to make appropriate adjustments based on mission changes or other changes such as resource reductions or new technologies. The strategic plan is a management tool which acts as the steering mechanism to guide the strategic management process.

**6. Federal Government Policies.** Federal statutes impose strict requirements for managing government information, to improve the agency's mission and to make the information available to the public unless specifically prohibited. Federal statutes relate to privacy, freedom of access, paperwork reduction, records preservation, and security. At the same time, our Federal agencies strive to make government more open, more responsive, and more accountable. Federal information management policies and procedures consider all these unique specifications. The most pertinent Federal statutes which govern information include:

**6.1. Federal Records Act (Public Law 81-754)** - Sets policy for and mandates establishment of agency programs for the management of Federal records.

**6.2. Freedom of Information Act (Public Law 90-23)** - Provides policy to ensure public access to Federal government information.

**6.3. Paperwork Reduction Act (Public Law 96-511)** - Recognizes information as a Federal resource and directs agencies to establish specific programs for management of the resource and associated elements.

**6.4. Paperwork Reduction Reauthorization Act (Public Law 99-500)** - Defines information resources management and directs further program management requirements.

**6.5. Privacy Act (Public Law 93-579)** - Provides policy and safeguards to protect privacy of individuals.

## **7. DoD and Air Force Policies:**

7.1. DoD Directive (DoDD) 8000.1, *Defense Information Management (IM) Program*, establishes policy and assigns responsibilities for implementing and overseeing the Defense IM Program.

7.2. Air Force IM guidance and direction are prescribed in DoDD 8000.1/Air Force Supplement. SAF/AQK is responsible for developing the AF IRM Strategic Plan and helping HQ USAF and MAJCOMs implement IRM strategic planning, as well as follow-on operational planning which reflects an overall corporate information strategy for all Air Force agencies. SAF/AA prescribes Air Force policy for life cycle management of the information resource in the 37 series publications. HQ USAF/SC prescribes Air Force policy and standards for command control, communications, and computers (C4) systems in the 33 series publications.

7.3. As prescribed in the Defense IM Program, Air Force functional managers (for example, Personnel [HQ USAF/DP], Logistics [HQ USAF/LG], Public Affairs [SAF/PA]), in concert with Principal Staff Assistants (PSA) in the Office of the Secretary of Defense, are responsible for conducting business process reengineering (BPR) within their spheres of authority. The long-term goal is to streamline functional processes, eliminate non-value added activities, and then evaluate economic benefits of information systems prior to their development or acquisition. Ultimately, there will be no "owners" of information; only "stewards" responsible for its accuracy. Data will be entered once, to be shared thereafter by all.

7.4. While many information management policies are mandated by public statute, some are based primarily on efficiency and cost-effectiveness. Information managers must learn which policies implement the law and be prepared to provide alternatives to customers with information needs which may conflict with those policies. While some policies may seem bureaucratic, we hold a position of public trust in enforcing laws enacted by our Government.

## **8. Information Management for War and Contingency:**

8.1. Information is critical to readiness; it is a force multiplier. Global reach, global power requires global information management. By decisively managing Air Force information as a DoD resource, we multiply the effectiveness of our military forces. On the battlefield, the right information enables commanders to deprive the enemy of crucial capabilities with minimum risk to lives and weapon resources. In peacetime, effective information management enables commanders to meet increasing mission and contingency requirements in an environment of rapidly decreasing human and materiel resources.

8.2. IM warplanning guidance is outlined in the *USAF War Mobilization Plan, Part 1 (WMP-1)*, Annex U (Information Management). Since the WMP is not usually distributed below major air command (MAJCOM) level, IM warplanning guidance is institutionalized in Air Force Manual 10-401, *Operation Plan and Concept Plan Development and Implementation*. This publication includes checklists, a sample operations plan, and planning guidance for all functional areas, to include Information Management and Postal. Installation IM (IM flight) assets are deployed using the RAAA-series Unit Type Codes (UTC), and staff support information management requirements are included in the UTCs of individual functions. For example, maintenance staff support is included in the appropriate maintenance UTCs. Postal assets are deployed using the LWDB-series UTCs. See AFI 37-101, *War and Contingency Planning*, for additional information concerning IM warplanning responsibilities and references.

**9. Functions of Information Management Activities.** See [Attachment 3](#) for a listing of functions performed by IM activities.

**10. The IM Team.** Within the Air Force, the IM function (functional account code [FAC] 11XX and 16G1) is responsible for ensuring that information resources are managed throughout the information life cycle. This life cycle runs from the creation of information through transmission and/or storage to the eventual disposition of the information, regardless of the media. Information managers must make accurate and understandable information available to the intended user. IM functions exist at installation, MAJCOM, agency, and Secretariat levels, and the team is dispersed throughout the Air Force in staff support IM roles.

**10.1. SAF/AA.** Administrative Assistant to the Secretary of the Air Force. Specifically, SAF/AA is responsible for:

10.1.1. Developing policy, procedures and strategic plans for the information life cycle, regardless of media. Such policy development requires SAF/AQ and SAF/AQK approval as the Designated Senior Official (DSO) for AF Information Management (IM) and Information Resources Management (IRM). Life cycle information policy and procedures will be devised in coordination with HQ USAF/SC to ensure information systems design takes into account information requirements such as Records Management, Privacy Act, Freedom of Information Act, and Paperwork Reduction Act.

10.1.2. Interacting with the OSD Principal Staff Assistant for IM for information life cycle and information services processes during reengineering projects to ensure processes support deployed commanders in wartime, contingency and peacetime.

10.1.3. Helping develop the Air Force IRM Strategic Plan to focus on what must be done in the future to provide warfighters with integrated support for information throughout its life cycle and developing follow-on operational IRM plans to determine the who, when, and how for IRM strategic initiatives involving the information life cycle.

10.1.4. Establishing policy, standards, and procedures for completing information-based architectures for handling information as a strategic Air Force and DoD resource. The information architecture must focus on customers' information needs/requirements and the necessary information flow. This information architecture will complement both the data and technical architectures developed by HQ USAF/SC to ensure commanders receive responsive mission support.

10.1.5. Establishing training for Air Force personnel to support commanders, at all levels, to manage information effectively and efficiently as a DoD and Air Force resource while ensuring the information is available to citizens, unless specifically prohibited. The responsibility for training also includes preparing civilian personnel to assume responsibilities of military personnel who deploy.

10.1.6. Ensuring wartime requirements are the driving force behind all IM processes and that these processes support deployed commanders.

10.1.7. Initiating corrective action on all wartime and contingency after-action reports involving information and its life-cycle, especially those that cross Air Force organizations and impact mission readiness.

10.1.8. Ensuring IM policies and procedures are developed in concert with OSD, Joint Staff, and Air Force policy in the areas of information and information technology and support commanders in a deployed environment.

10.1.9. Acting as the HQ USAF advocate during the POM process to ensure funding for IM equipment and other resources to meet MAJCOM/IM requirements, especially in the deployed environment.

10.1.10. Providing oversight to both the IM functional processes and IM staff support processes as well as personnel utilization in wartime and peacetime.

**10.2. SAF/AAI.** The Directorate of Information Management in the Office of the administrative Assistant to the Secretary of the Air Force (SAF/AAI) provides overall policy, programs, and procedural guidance for life cycle management of Air Force information and manages the structure, training, and career progression of the Air Force information management, printing management, and postal workhorse. SAF/AAI prescribes fundamental Air Force policy direction for information managers and users in AFPD 37-1, *Air Force Information Management*. Specific responsibilities include:

10.2.1. Streamlining IM processes, Air Force-wide, to ensure they are economical and responsive to warfighter needs. This includes identifying functions that are more appropriately accomplished by the private sector.

10.2.2. Evaluating IM mission area tasking and appropriately aligning SAF/AAI resources to support Air Force-wide requirements.

10.2.3. Ensuring that policy, procedures and training keep pace with changes in information technology, and that Air Force policies and procedures for the life cycle of information are applicable to technology that Air Force personnel use in wartime and peacetime.

10.2.4. Monitoring and tracking the policy and procedures relating to the life cycle of information, in coordination with SAF/AQ/AQK and AF/SC, thus ensuring an integrated Information Resources Management (IRM) approach for the warfighter.

10.2.5. Monitoring training and education for officer, enlisted and civilian personnel to ensure that training reflects wartime operations and skills required for IM personnel, both deployed and sustaining.

**10.3. MAJCOM/Agency IM.** The Directors of Information Management or equivalent for MAJCOMs and other agencies implement and oversee Air Force IM policies, programs, resources, and procedures within their organizations and spheres of authority. This includes oversight of all postal activity (USAFE, PACAF, ACC, and AFSPC) budgeted for via the POM for both peacetime and wartime operational capability and that IM personnel are trained to meeting command-unique wartime taskings. Wartime training requirements that exist which are not command-unique and require incorporation into training at Keesler AFB schools for CDC courses, will be forwarded to SAF/AAI with informational copies to the respective SAF/IM functional manager for inclusion into training programs.

**10.4. Installation (Wing) Information Management (IM).** Air Force Manpower Standard (AFMS) 16G1 outlines the work center description, standard manpower table, and approved variances for the IM flight in peacetime. The IM flight is usually aligned in the mission support squadron (functional address symbol - MSI) in the objective wing and provides IM services to the host wing and all tenant organizations on a base. These services involve developing and implementing policy to manage information throughout its life cycle and providing centralized support services--specifically: management and distribution of administrative communications and mail, management and distribution of publications and forms, duplicating services, and records management. IM activities must be com-

bat-support and customer-service oriented. They must continually plan to ensure sustainment of these services.

**10.5. Staff Support Information Management.** Information managers not assigned to functional IM activities (FAC 11XX or 16G1) are decentralized and attached to organizations throughout the Air Force. They provide internal staff support to ensure information is properly managed within their organizations. The AFMSs for Commanders' Support Staff (AFMS 10A0, 10X0, and XXX0) outline the work center descriptions, standard manpower tables, and approved variances for information management staff support in wings, groups, and squadrons respectively. Decision makers/managers in every Air Force organization are responsible for the information created, stored, used, and disseminated by their activities. Information managers assist Air Force decision makers/managers with their specific information needs and requirements. The information resource has costs and benefits that impact the total activity budget. Information managers in all organizations have a special role as "information consultants" for overall strategic information planning and integration. In this role, they also help unit-level functional managers identify and analyze information needs and administer the resultant information systems--both manual and automated. They must apply and implement the appropriate IM principles and policies to ensure that the right information is available to support the organization mission. This requires understanding and mastery of formal IM policies and procedures while being current on evolving automated information system technologies.

**11. IM--The Network.** The installation IM is the functional center of a network of individual unit information management activities on each installation. Information managers are assigned to virtually every organization, directly supporting the mission of their organization by creating, collecting, reproducing, distributing, retaining, and disposing of information. The installation IM provides the functional expertise and direct customer service to help staff support information managers perform their vital role in each organization's mission. A network of open communications is critical among information managers in every organization and at all levels. Functional IM leadership should use command, regional, and installation conferences; training workshops; multi-level study or planning groups; advisory groups; memoranda; messages; bulletins; audio or video teleconferencing; resource sharing; and interoperable systems to foster network communication. The heads of IM functions at all levels also have a collateral responsibility, with the personnel community, for accession, training, classification, utilization, and career development of all Air Force information managers dispersed within the organization.

**12. IM--The Core Processes.** Every organization or function should agree on and document its four or five core processes--those major tasks and responsibilities which are critical to mission success. Based upon those core processes, goals can be clearly defined and then a metrics system can be developed to judge progress and focus adjustment. The Core Processes for IM are listed in [Attachment 4](#).

**13. IM--The Customer.** Our customers are information users, both internal and external to our organizations. Internal customers are decision-makers in command and staff positions who rely on accurate and timely information to perform their warfighting and support missions. Internal customers also include coworkers and fellow information managers--anyone who needs or creates information in the performance of assigned duties. External customers include other Federal agencies which may require access to Air Force information, the Congress or other state or local government agencies. The tenets of Federal IRM dictate interagency sharing of information in the public interest. External customers may also include government contractors or suppliers, as well as the public--through the Freedom of Information or Privacy Acts.



**14. IM--The People.** Career Field Education and Training Plans (CFETP) exist for both officer and enlisted information management and printing management specialists. The plans are available through normal publishing channels. The civilian IM Career Program (IMCP) provides a vehicle for civilian training and career job placement. The IMCP is administered by the Air Force Civilian Personnel Management Center (AFCPMC) at Randolph AFB TX. The program fosters civilian upward mobility in Air Force IM positions worldwide. Designated IMCP positions include all GS-9 and above positions in FAC 11XX and 16G1, and IM related positions in other FACs. Civilians in grade GS-7 and above who have information management experience may register for the program.

**14.1. Education and Training.** Rapidly emerging IRM technologies continually challenge our knowledge base. Information managers require special and recurring education and training to effectively accomplish their jobs. Formal, mandatory Air Force information management technical training courses exist for officers and enlisted personnel. These courses must be continually updated to ensure basic tenets of IRM are taught to the level required for attendees. There are DoD technical training schools for both printing management (AFSC 3R0X1) and postal (SDI 8M000). Civilian personnel are eligible to attend some of these courses. Supplemental IRM training and education is available through many governmental and private organizations. These include extension courses, government and industry symposia and seminars, local college and university courses, locally-developed training workshops, and Air Force specialized training sessions. The Information Resources Management College of National Defense University and the General Services Administration (GSA) offer recurring specialty education. Additionally, the Air Force Institute of Technology (AFIT) offers a resident master of science degree in IRM for officers and officer-equivalent civilians. Information managers should also participate in professional IRM and related associations. Constantly evolving IRM technologies and principles demand that information managers take advantage of every educational opportunity.

**14.2. Varied Assignment Opportunities.** A primary asset of information managers has always been a diversity of experience. Information managers perform duties in functional IM activities, executive staff support, postal management, protocol, and other generalist positions. The overwhelming majority of requirements is in staff support. These individuals must practice sound IRM methods and employ information system technologies. Moreover, information managers (functional) require experience in staff support to effectively develop and implement functional IM policies. Because AFSC 37AX and 3A0X1 personnel are responsible for widely diverse tasks, managers should practice job rotation at the craftsman, journeyman, and apprentice levels. Job rotation is also important for officers. Job rotation should give personnel practical experience and training in all functions of their specialty. Information managers should seek varied assignments in both functional and staff support opportunities throughout their careers to provide sound advice to Air Force decision makers to enable information to be managed as a strategic DoD and Air Force resource.

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**Attachment 1****GLOSSARY OF REFERENCES, ABBREVIATIONS, AND ACRONYMS*****References***

DoDD 8000.1, *Defense Information Management (IM) Program*

AFPD 37-1, *Air Force Information Management*

AFI 36-2845, *Annual Outstanding Air Force Information Management Awards*

AFI 37-101, *War and Contingency Planning*

AFI 37-102, *Strategic Management Planning, Implementation, and Control Guidance and Procedures*

AFMAN 10-401, *Operation Plan and Concept Plan Development and Implementation*

OMB Circular A-130, *Management of Federal Information Resources*

***Abbreviations and Acronyms***

**AFI**—Air Force Instruction

**AFIT**—Air Force Institute of Technology

**AFMAN**—Air Force Manual

**AFMS**—Air Force Manpower Standard

**AFPD**—Air Force Policy Directive

**AFPDC**—Air Force Publishing Distribution Center

**AFPDL**—Air Force Publishing Distribution Library

**AFSC**—Air Force Specialty Code

**AMT**—Aerial Mail Terminal

**APO**—Air Post Office

**BITC**—Base Information Transfer Center

**BLA**—Base Level Assessment

**BPR**—Business Process Reengineering

**C4**—Command, Control, Communications, and Computers

**CA**—Commercial Activities

**CAR**—Customer Account Representative

**CD**—Compact Disk

**CFETP**—Career Field Education and Training Plan

**CFR**—Code of Federal Regulations

**CONUS**—Continental United States

**CPDC**—Command Publishing Distribution Center

**CSIP**—Component Sponsored Investment Program

**DCS**—Defense Courier Service

**DoD**—Department of Defense

**DoDD**—Department of Defense Directive

**DPR**—Defense Performance Review

**DSO**—Designated Senior Official

**FAC**—Functional Account Code

**FASCAP**—Fast Payback Capital Investment Program

**FOIA**—Freedom of Information Act

**FOUO**—For Official Use Only

**FPI**—Functional Process Improvement

**FR**—Federal Register

**GAO**—General Accounting Office

**GSA**—General Services Administration

**ICB**—Information Collection Budget

**ICR**—Information Collections and Reports

**IM**—Information Management

**IMCP**—Information Management Career Program

**IRM**—Information Resources Management

**MAJCOM**—Major Air Command

**MIS**—Management Information System

**MPSA**—Military Postal Service Agency

**NARA**—National Archives and Records Administration

**NATO**—North Atlantic Treaty Organization

**OMB**—Office of Management and Budget

**OPR**—Office of Primary Responsibility

**PA**—Privacy Act

**PDO**—Publishing Distribution Office

**PDOS**—Publishing Distribution Office System

**PIF**—Productivity Investment Fund

**PSA**—Principal Staff Assistant

**PSC**—Postal Service Center

**PWS**—Performance Work Statement

**QAE**—Quality Assurance Evaluator

**QAF**—Quality Air Force

**QASP**—Quality Assurance Surveillance Plan

**RAMS**—Reprographics Automated Management System

**RCS**—Report Control System

**RIMS**—Records Information Management System

**SDI**—Special Duty Identifier

**TMO**—Traffic Management Office

**U.S.C.**—United States Code

**USPS**—United States Postal Service

**UTC**—Unit Type Code

**WMP**—War Mobilization Plan

## Attachment 2

**THE INFORMATION MANAGEMENT MISSION**

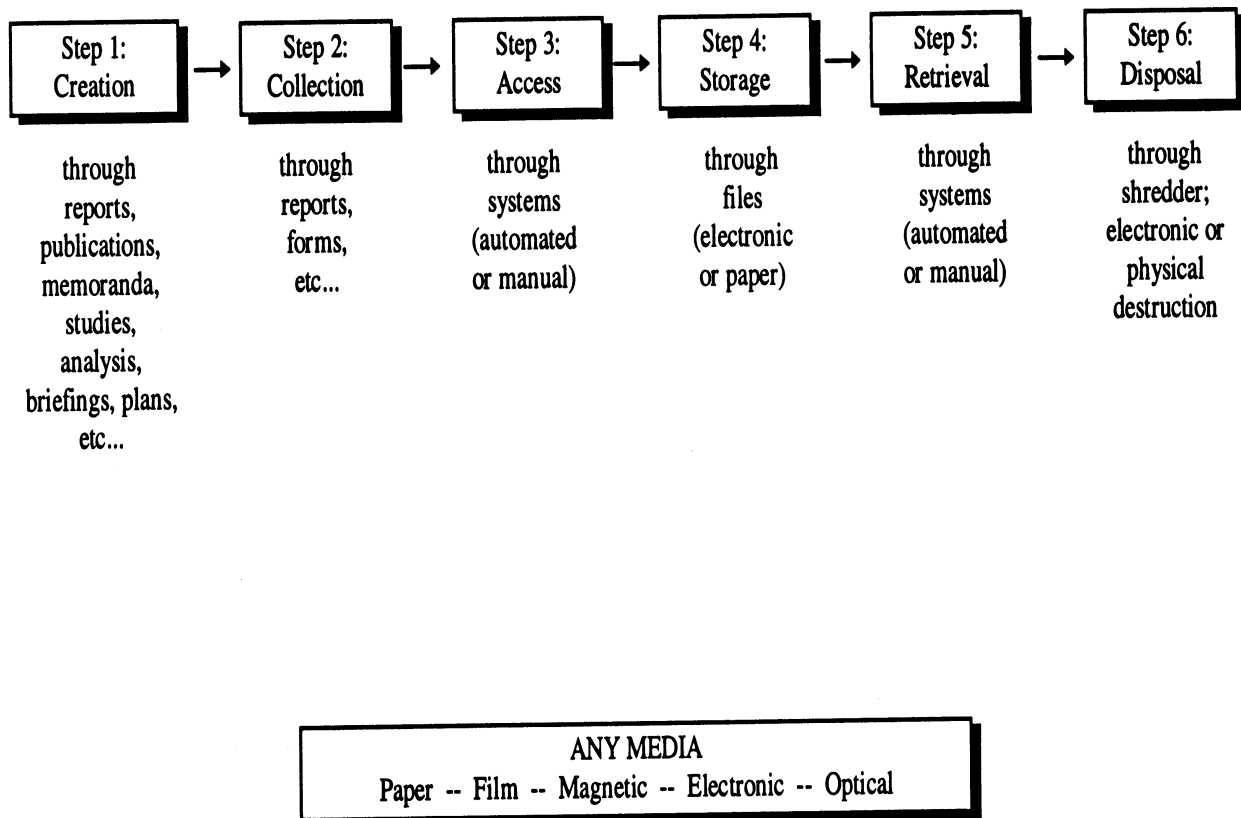
To ensure Air Force Information is properly managed, throughout its life cycle in support of decision makers.

**LIFE CYCLE OF INFORMATION**

Information is created, collected, accessed, stored, retrieved, and disposed of by all Air Force personnel. Information managers bring expertise by developing policy, procedures, and processes that effectively and efficiently enable AF personnel to manage information as a resource. Information managers provide:

**A2.1. Records Management.** Deals with the life cycle of information from creation through disposal, including filing it, retrieving it, and archiving it regardless of the media. FOIA and PA are also included.

**A2.2. Information Services.** Provides service to AF people who create information and are responsible for its life cycle through distributing it (BITS, official mail), publishing it (copying or duplicating), printing it, or indexing it.



### Attachment 3

#### FUNCTIONS OF INFORMATION MANAGEMENT ACTIVITIES

The functions of IM activities vary by level of organization. They include, but are not limited to, the following:

##### **A3.1. Administrative Communications Management.** Includes:

A3.1.1. Creating clear, efficient, and effective communications (AFH 37-137, *The Tongue and Quill*).

A3.1.2. Determining standard Air Force format for preparing and using official correspondence and other administrative communications (AFMAN 37-126).

A3.1.3. Developing and maintaining an integrated addressing system for both manual and electronic schemes. This includes the Air Force Address Directory (AFD 37-135) and the Air Force Standard Functional Address System (AFMAN 37-127).

A3.1.4. Handling document security distribution for accountable containers. This may include operation of a Defense Courier Service (DCS) account for receipt and dispatch of Top Secret/sensitive material and North Atlantic Treaty Organization (NATO) Control Point. However, primary users should perform these duties.

A3.1.5. Transferring information and equipment to include:

A3.1.5.1. Operating the manual, mobile information transfer system, facsimile mail, and official mail program within a Base Information Transfer Center (BITC).

A3.1.5.2. Projecting costs for official mail.

A3.1.5.3. Maintaining liaison with the Military Postal Service Agency (MPSA), the United States Postal Service (USPS), Traffic Management Office (TMO), and private delivery service representatives.

A3.1.6. Managing base locator services for military personnel (AFH 37-129) (where applicable).

A3.1.7. Planning, programming, and budgeting for the resources necessary for administrative communications processing and management.

A3.1.8. Providing general administrative orders guidance (AFI 37-128).

**A3.2. Central Destruction Facilities.** Includes managing the installation centralized destruction facility. Actual destruction of material remains the responsibility of the user activity.

##### **A3.3. Publications and Forms Management:**

**A3.3.1. Publications Management.** Includes developing, coordinating, and producing standard publications, specialized publications, recurring publications, and applicable publications of other Government agencies, regardless of information media (for example, paper, microform, magnetic, electronic, etc.). This program also includes:

A3.3.1.1. Providing technical assistance to staff officials in meeting publishing requirements.

A3.3.1.2. Eliminating unnecessary publications.

A3.3.1.3. Assisting OPRs (Office of Primary Responsibility) in writing understandable publications.

A3.3.1.4. Editing, formatting, typesetting, numbering, and approving standard publications.

A3.3.1.5. Pricing the publications process.

A3.3.1.6. Planning, programming, and budgeting for the resources necessary for publications processing and management.

A3.3.1.7. Developing and operating conventional and automated publishing systems.

A3.3.1.8. Setting up and maintaining libraries of standard publications. This includes:

A3.3.1.8.1. Providing master publication library services.

A3.3.1.8.2. Establishing a system of functional libraries.

A3.3.1.8.3. Developing and operating manual and automated methods for handling the publications for the libraries and users (microform or electronic storage, retrieval, and reader systems); and,

A3.3.1.8.4. Providing assistance to functional users in all aspects of publication library management.

**A3.3.2. Forms Management Program.** Includes:

A3.3.2.1. Ensuring information is recorded in its most efficient media.

A3.3.2.2. Analyzing, approving, disapproving, numbering, designing, coordinating, and indexing forms for the command or unit, including forms of other Government agencies, regardless of the information media (paper, microform, electronic, etc.) used to collect and record the information. This includes forms generated from computer software.

A3.3.2.3. Providing technical assistance to staff officials to develop forms requirements.

A3.3.2.4. Developing MAJCOM forms and monitoring their use.

A3.3.2.5. Pricing the forms process.

A3.3.2.6. Planning, programming, and budgeting for the resources necessary for forms processing and management.

A3.3.2.7. Conducting forms reviews and eliminating those that are not essential.

A3.3.2.8. Consolidating similar forms and designating them at highest echelon.

**A3.4. Publications and Forms Distribution Management.** Publications and forms distribution management involves organizing and operating efficient and economical central distribution activities to include: the Air Force Publishing Distribution Center (AFPDC), the Air Force Publishing Distribution Library (AFPDL), Command Publishing Distribution Centers (CPDC), and Publishing Distribution Offices (PDO) with Customer Account Representatives (CAR). The goal of the central distributing activities is to ensure customers obtain sufficient quantities of publications and forms in time to meet mission responsibilities. More specifically, these functions include:

A3.4.1. Managing procedures used to consolidate, compute, and establish quantitative requirements for publications, changes and supplements to publications, and blank forms.

A3.4.2. Managing procedures for requisitioning, receiving, sorting, and distributing such items.

A3.4.3. Managing depot level storage and distribution operations for administrative publications and forms used Air Force-wide. Documents and forms are Air Force and non-Air Force generated.

A3.4.4. Maintaining an electronic repository and bulletin board service for storage and dissemination of administrative publications and forms.

A3.4.5. Establishing manual or automated methods for handling and controlling these items, including supply and demand controls (stock levels and basis of issue), inventory management, and means of getting them to the users.

A3.4.6. Monitoring the quality of publishing distribution support to advise information managers of problem areas of getting published documents to the users.

A3.4.7. Conducting orientation and training programs necessary to inform distribution activities about operating policies and procedures, to include the Publishing Distribution Office System (PDOS).

A3.4.8. Interpreting higher-headquarters directives that affect the distribution system to ensure prompt compliance.

**A3.5. Postal Management.** Includes:

A3.5.1. Working with the DoD single manager for postal matters, MPSA, to review postal policy, plans, programs, training, and priorities for the Air Force; and coordinating within the Air Force those MPSA policies, plans, and programs which affect Air Force resources, to include staffing.

A3.5.2. Developing, reviewing, and coordinating IM's inputs to wartime and contingency and exercise postal plans, and producing viable IM wartime and contingency plans.

A3.5.3. Operating aerial mail terminals (AMT) and air post offices (APO) to provide mail services and for handling, transporting, and distributing personal mail and overseas military mail.

A3.5.4. Operating postal service centers (PSC) in the Continental United States (CONUS), Alaska, Guam and Hawaii for distributing personal mail for military personnel.

A3.5.5. Monitoring training, utilization, and assignment of postal specialist (SDI 8M000) manpower resources.

**A3.6. Printing and Duplicating Management.** Includes:

A3.6.1. Managing, contracting for, and/or operating printing, duplicating, copying, and composition activities. This program includes:

A3.6.1.1. Establishing or reviewing requests to establish field printing plants and other duplicating facilities.

A3.6.1.2. Requesting or reviewing requests for printing equipment (offset presses, electronic duplicators/copiers, composing and electronic publishing systems, including electronic printers, used in printing environments), other high volume information production devices (composition and compact disk (CD) replication equipment), and peripheral or other machines related to the printing processes (plate makers, binding and collating devices, etc.).

A3.6.1.3. Pricing operations and ensuring economical and productive use of resources.



A3.6.1.4. Providing technical assistance on printing, duplicating, and copying requirements.

A3.6.1.5. Planning, programming, and developing budget submissions for all printing, duplicating, and copying resources, replacing equipment and funding to support commercial printing procurement.

A3.6.1.6. Preparing requisitions for commercial procurement of printing, duplicating, and copying services.

A3.6.1.7. Conducting cost and productivity analyses on automated printing management systems and equipment.

A3.6.2. Managing copying operations to include:

A3.6.2.1. Approving centralized and decentralized copying equipment.

A3.6.2.2. Pricing copying operations, and ensuring economic and productive use of all resources.

A3.6.2.3. Providing customer assistance in the operation of copying equipment.

A3.6.2.4. Assisting users in defining copying requirements.

A3.6.3. Managing automated IM printing systems and assisting users in developing system specifications, equipment configuration, information work flow practices, etc., to ensure compatibility with Air Force-wide common goals for printing systems and emphasizing open architecture standards. This includes:

A3.6.3.1. Working to design or redesign systems to better carry out printing functions and responsibilities, as well as planning, programming, and budgeting for the necessary resources.

A3.6.3.2. Maintaining a current knowledge of existing and emerging technologies that have possible Air Force application, including evaluating new capabilities for printing systems and incorporating them into existential future systems.

A3.6.3.3. Conducting printing systems analyses and assisting users in defining printing automation requirements.

A3.6.3.4. Monitoring base-level reprographics automated management system requirements for compliance with standard procedures, assisting with preparation of functional descriptions, reviewing various hardware/software/information requirements and guiding decisions for printing applications.

A3.6.3.5. Developing and assisting with printing systems training, to include the Reprographics Automated Management System (RAMS).

A3.6.4. Developing and reviewing printing performance work statements for contractor or in-house civilian work forces and for copy service plan contracts.

A3.6.5. Developing and reviewing surveillance plans for performance work statements.

A3.6.6. Managing Printing Management (AFSC 3R0X1) career field issues and being the focal point for civilian printing (GS-1654, GS-350, and WG-4400 series) career field matters.

**A3.7. Records Management.** Includes:

A3.7.1. Developing, implementing and evaluating policies, systems, and procedures for the Air Force Records Management Program.

A3.7.2. Implementing records management and disposition programs. This includes:

A3.7.2.1. Developing policies and procedures and providing guidance and assistance in proper maintenance and disposition of all records holdings including creating, processing, transferring, disseminating, using, storing, retrieving, preserving, and disposing of records in any media.

A3.7.2.2. Establishing criteria for disposal or preservation of non-current records based on their administrative, legal, research, historical, or other value.

A3.7.2.3. Procuring records disposal authorization from the National Archives and Records Administration (NARA), GSA, General Accounting Office (GAO), when appropriate, including necessary concurrence of other Federal agencies.

A3.7.2.4. Establishing policies, procedures, and standards to ensure effective use of equipment, manpower, and space devoted to managing records.

A3.7.2.5. Developing training programs and providing orientation and training for personnel who maintain records, to include the Records Information Management System (RIMS).

A3.7.3. Providing a schedule of fees for copying, certifying, and searching records and other documentary material.

A3.7.4. Developing and coordinating policies and procedures for the requirements, identification, validation, and analysis; design; and evaluation of electronic, microform, or other systems for records miniaturization, storage, and retrieval, in any media form and type of system or technique. This includes:

A3.7.4.1. Initiating, evaluating, coordinating, reviewing, approving or disapproving systems proposals.

A3.7.4.2. Advising users on systems planning, design, selection, and development of feasibility studies.

A3.7.4.3. Validating and approving records systems.

A3.7.5. Formulating and implementing policies and procedures for the authentication process of Air Force documents regardless of media.

A3.7.6. Providing policy and guidance on submitting regulations and notices that affect the public for publication in the *Federal Register* (FR). This includes:

A3.7.6.1. Reviewing all publications.

A3.7.6.2. Submitting copies of the material to the Office of the Federal Register for publication.

A3.7.6.3. Approving or disapproving all requests for distribution of the FR and *Code of Federal Regulations* (CFR).

**A3.8. Freedom of Information Act/Privacy Act Programs.** Includes:

A3.8.1. Developing policies and procedures for administering the *Freedom of Information Act* (FOIA), to include:

A3.8.1.1. Coordinating with authorities to determine releasability of records.

A3.8.1.2. Establishing control systems to ensure release/denial of records according to the Act.

A3.8.1.3. Providing guidance on collecting fees.

A3.8.1.4. Monitoring requests to meet FOIA time limits.

A3.8.1.5. Assisting in resolving program management problems.

A3.8.1.6. Providing customer facilities for examining records.

A3.8.2. Developing and issuing procedures for marking, handling, and protecting For Official Use Only (FOUO) information.

A3.8.3. Developing and establishing procedures for complying with the *Privacy Act*(PA) to include guidance for collecting, safeguarding, maintaining, using, accessing, and disseminating personal information in systems of records maintained by the Air Force.

**A3.9. Plans and Programs Management.** Includes responsibilities for IM planning, training, contingency planning, quality assessment, commercial activities, and functional process improvement analysis and development in support of the organizational mission. This includes:

A3.9.1. Developing IM budget submissions.

A3.9.2. Coordinating all IM strategic planning activities, to include:

A3.9.2.1. Developing unit strategic plan to support Air Force IM goals.

A3.9.2.2. Assisting IM functional managers (sections) in developing action plans.

A3.9.2.3. Establishing necessary controls, including reporting requirements, to accomplish actions.

A3.9.2.4. Updating accomplishments and making appropriate distribution.

A3.9.3. Monitoring classification, training, utilization, and assignment of all base IM (AFSC 37AX and 3A0X1) manpower resources.

A3.9.4. Supporting IM war and mobilization policy, employment concepts and support plans to further the ability of IM activities to fulfill command and base-level war and contingency taskings. This entails monitoring installation IM contingency taskings, contingency training, mobility availability, and UTC commitments; and developing IM contingency annexes to support wing/base operations. This includes:

A3.9.4.1. Programming plans.

A3.9.4.2. After-action reports program.

A3.9.4.3. Exercises (to include postal support).

A3.9.4.4. Planning conferences/meetings.

A3.9.4.5. Base-level assessment (BLA) guidance familiarity.

A3.9.4.6. Participation/membership on the installation-level Air Base Operability Committee at the working group level.

A3.9.5. Monitoring IM productivity programs and assisting with productivity initiatives, including the Quality Air Force (QAF), Productivity Investment Fund (PIF), Fast Payback Capital Investment (FASCAP) program, Component Sponsored Investment Program (CSIP), Defense Performance Review (DPR), and Air Force Suggestion Program.

A3.9.6. Developing and monitoring IM annexes to host-tenant support agreements.

A3.9.7. Providing guidance in managing commercial activities (CA). This includes:

A3.9.7.1. Participating actively as a member of the steering group for cost comparison decisions when it considers IM functions.

A3.9.7.2. Ensuring personnel who write performance work statements (PWS) and quality assurance surveillance plans (QASP) receive training on how to prepare them before attempting to write them.

A3.9.7.3. Developing MAJCOM level or participating in development of the Air Force PWS and QASP.

A3.9.7.4. Providing technical functional advice to contracting activities during review of contract proposals.

A3.9.7.5. Monitoring performance of contractors and quality assurance evaluators (QAE).

A3.9.7.6. Providing crossfeed/feedback on experiences gained from using generic IM PWS and QASP.

A3.9.7.7. Determining requirements suitable for CA.

A3.9.7.8. Making sure that PWSs are performance-oriented, and determining the level of quality assurance a contract needs.

A3.9.7.9. Certifying functionally-qualified persons for QAE duties.

A3.9.7.10. Monitoring QAE reports to make sure the QAE properly documents the contractor's performance.

A3.9.7.11. Reviewing contractor performance periodically.

A3.9.7.12. Forwarding contractor performance records to the contracting officer.

A3.9.7.13. Informing the commander (through the contracting officer) of any less than satisfactory contractor performance.

A3.9.8. Assisting users in managing information systems, identifying mission related functional information needs, and developing requirements, information work flow practices, human engineering, office designs, equipment configuration, etc., to ensure compatibility with Air Force common goals for business process reengineering. This is done in an IM/SC team concept and includes:

A3.9.8.1. Working to design or redesign systems to better carry out IM's functions and responsibilities, as well as planning, programming, and budgeting the necessary resources.

A3.9.8.2. Maintaining a current knowledge of existing and emerging technologies that have possible Air Force application, including evaluating new capabilities for integrated information systems and incorporating them into existing and future systems.

A3.9.8.3. Planning and programming for C4 systems required to support IM systems, services, and operations. Publications in the 33-series apply to all MAJCOMs that plan for C4 resources to support their missions.

A3.9.8.4. Assisting in functional process improvement analyses and assisting users in defining information needs requirements.

A3.9.8.5. Reviewing and monitoring base-level management information systems (MIS) requirements to ensure compliance with IM policies and principles.

A3.9.9. Administering the Annual Outstanding Air Force Information Management Awards Program (AFI 36-2845, *Annual Outstanding Air Force Information Management Awards*) and/or quarterly IM awards program.

**A3.10. Information Collections and Reports (ICR) Management.** The Air Force ICR Management Program (AFI 37-124) develops and implements policy and procedures to manage and control information collections and reports generated by, and levied upon, the Air Force. The goal of the ICR program is to control and minimize internal, public, and interagency information collections and reports. Specifically, these policies and procedures include:

A3.10.1. Managing and implementing the Air Force ICR Program.

A3.10.2. Ensuring all reports and information collections are licensed in accordance with the ICR Program.

A3.10.3. Acting as the focal point and technical advisor for the ICR Program.

A3.10.4. Assigning internal report control symbols (RCS).

A3.10.5. Maintaining, updating, and issuing a semiannual inventory of RCS reports.

A3.10.6. Preparing and submitting the Semiannual RCS Status Report (RCS: SAF-AAI(SA)9223).

A3.10.7. Conducting periodic program reviews and training.

A3.10.8. Reviewing and coordinating on all local agency publications and forms for compliance with AFI 37-124.

A3.10.9. Reviewing all requests for internal, public, and interagency information collections.

A3.10.10. Forwarding requests for public and interagency collections through the chain of command to HQ USAF and DoD.

A3.10.11. Conducting triennial revalidations of all licensed information collections.

A3.10.12. Managing and submitting the Air Force Information Collection Budget (ICB) projecting future information requirements levied on the public.

**A3.11. Staff Support IM Activities.** Implement IM directives and procedures within the assigned functional area and coordinate IM problems with the director or chief of IM or chief, Installation IM. Includes:

A3.11.1. Maintaining suspense files of systems.

A3.11.2. Establishing internal processing procedures for incoming communications receipt, suspense, and redistribution. Ensures outgoing communications comply with style and format.

A3.11.3. Establishing and maintaining classified and unclassified files. Applies file cutoff procedures, and disposes of and retrieves records. Complies with FOIA and PA procedures. Performs functional area records manager duties. Publicizes and proposes electronic and microform recordkeeping.

A3.11.4. Preparing Air Force correspondence, messages, and reports. Requisitions duplicating services as required.

A3.11.5. Marking, handling, protecting, and storing classified information. Maintains accountability records.

A3.11.6. Coordinating personnel actions between military personnel flight, unit orderly room, and assigned functional area.

A3.11.7. Determining publication and forms requirements. Requisitions publications and forms from the PDO or publications center. Performs publication manager duties.

A3.11.8. Setting up and maintaining functional libraries of standard publications.

A3.11.9. Reviewing and interpreting IM directives to determine their applicability to assigned functional area.

A3.11.10. Maintaining and operating manual and automated office systems.

A3.11.11. Reviewing existing office systems and processes as candidates for functional process improvement.

A3.11.12. Scheduling conference facilities.

A3.11.13. Performing executive support and protocol duties.

A3.11.14. Training subordinate information managers in the activity.

**Attachment 4****INFORMATION MANAGEMENT CORE PROCESSES**

**A4.1.** The IM function at every organizational level will develop and manage policies, programs, and instructions and provide appropriate oversight and services for all AF functional activities to:

A4.1.1. Ensure AF information is created, collected, organized, and reproduced for most efficient and effective use in decision making and resource management.

A4.1.2. Ensure AF information is efficiently and effectively distributed and disseminated in whatever medium.

A4.1.3. Ensure AF information is properly stored and maintained to facilitate its use while ensuring integrity, security, accessibility, retention, and legal disposition.

A4.1.4. Ensure individuals are authorized, assigned, and trained to manage information throughout its life cycle.

A4.1.5. Ensure plans and adequate resources exist for employing and sustaining information management mission support during war and contingency operations.